

Los Alamos National Laboratory Contract Transition Project

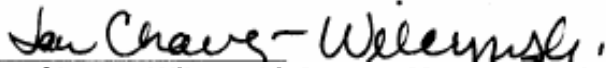
Los Alamos Site Office Project Management Plan

National Nuclear Security Administration
Los Alamos Site Office

Revision 2
December 7, 2005

Approvals

For the National Nuclear Security Agency:



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PROJECT MANAGEMENT PLAN CHANGE LOG

Revision	Date	Change Description	Pages Changed
0	8/30/05	Initial publication	N/A
1	11/15/05	Team member assignments Text Changes	31, 34, 35 Throughout
2	12/7/05	Update Schedule	12

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I. Introduction and Acknowledgments

The transition of the Los Alamos National Laboratory (LANL) from a single source contract¹ to a competitively awarded performance-based contract will require careful and comprehensive planning, communications, and management. The type, number, degree, and complexity of issues that may arise during contract transition require a corresponding degree of risk management. Three of the most important Fiscal Year FY 2005 and 2006 priorities are listed below and in Figure 1.

1. Assure appropriate administration of the current DOE/University of California (UC) contract;
2. Prepare the federal National Nuclear Security Administration (NNSA) Los Alamos Site Office (LASO) and LANL for a successful transition to the new contract, and
3. Provide effective contract management once the new contract is in place.

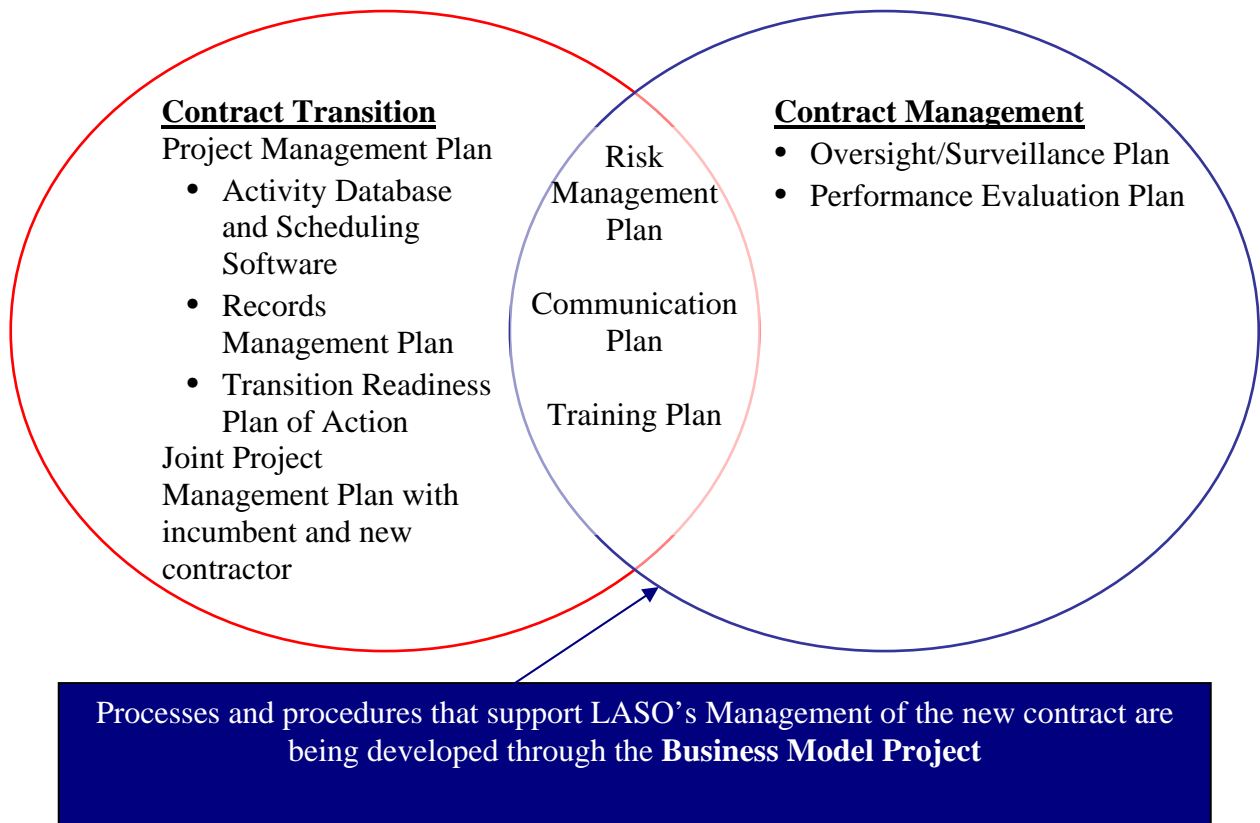


Figure 1: Los Alamos Site Office Priorities

¹ The LANL Contract with the University of California was originally awarded in 1943.

This Project Management Plan (PMP) is for the Contract Transition Projects and its purpose is to:

1. Describe the scope, schedule, processes, and products of the transition and follow-on contract management actions;
2. Establish the structure of the LASO Contract Transition Project ;
3. Set out the responsibilities for LASO Team Members; and
4. Describe project communications.

A number of contract transition processes that will be implemented by both the LASO and contractor transition teams (e.g., communications, Activity management, records management, transition readiness review) are identified in this PMP. Much of the transition planning that must take place has been extracted from previous DOE/NNSA transition experiences and considerable effort has been saved by using the information and lessons learned from previous contract transitions. An evaluation of how well the transition teams planned and executed this contract transition will be conducted.

The PMP applies only to the management of the LASO federal transition and contract management actions. The incumbent contractor and new contractor will establish separate transition teams with their own management plans. All teams will work in unity, integrating their efforts to develop a single approach to identifying and implementing transition activities. The federal and contract teams will produce a Comprehensive LANL Transition Plan, and will use a single task management tool and common processes to manage the identification, statusing, and closure of transition activities. When the winner of the LANL competition is selected, LASO and the incumbent contractor will integrate their transition planning with that of the new contractor. Nothing in this document is intended to suggest who the winner of the competition will be. The terms “new contractor” and “new contractor team” refer to the successful entity with whom the Department will contract.

It shall be noted that this PMP was developed based on project plans, other project documents, and lessons learned developed by NE-Idaho Operations Office and by the NNSA Pantex Site Office. Our thanks go to those sites for sharing their experiences and documents.

II. Definitions

Activity – an action that must be completed to support satisfactory completion and closure of a higher level and broader transition *Issue*. Generally, several Activities are necessary to satisfy the completion of a single Issue, and there may be several *Tasks* necessary to complete an Activity (see Figure 2: Hierarchy of Actions in Transition Planning). Each *Activity* will be assigned into one of three prioritization categories as follows:

Priority “A” (Critical) -- These are activities that *must* be addressed or completed prior to the end of the transition period (May 31, 2006) or the new contractor team will not be able to assume the management responsibilities specified in the resulting contracts. Priority A Activities may have a substantial adverse or beneficial effect on contract transition, or on continuity of operations during and immediately following the new contractor team’s assumption of contractual responsibilities. Priority A, or Critical Activities will fall into one of these categories:

1. Critical to human health, safety, or protection of the environment
2. Critical to meeting all compliance agreements and regulatory commitments
3. Critical to fulfilling legislative requirements of NNSA or its contractors
4. Critical to fulfill contract terms and conditions
5. Critical to ensuring continuity of operations or programs, including:
 - a. Meeting DOE-Headquarters (HQ) or congressional milestones,
 - b. Meeting external commitments (i.e., commitments to tribes, universities, Work for Others Agreements, stakeholders, etc.),
 - c. Meeting milestones or commitments identified in the Secretary’s Performance Agreement with the President,
 - d. Maintaining the science and technological competencies of the national laboratory.
6. Critical to mitigate substantial risk of liability to NNSA or the contractors.
7. Critical to meeting programmatic goals, objectives and milestones.

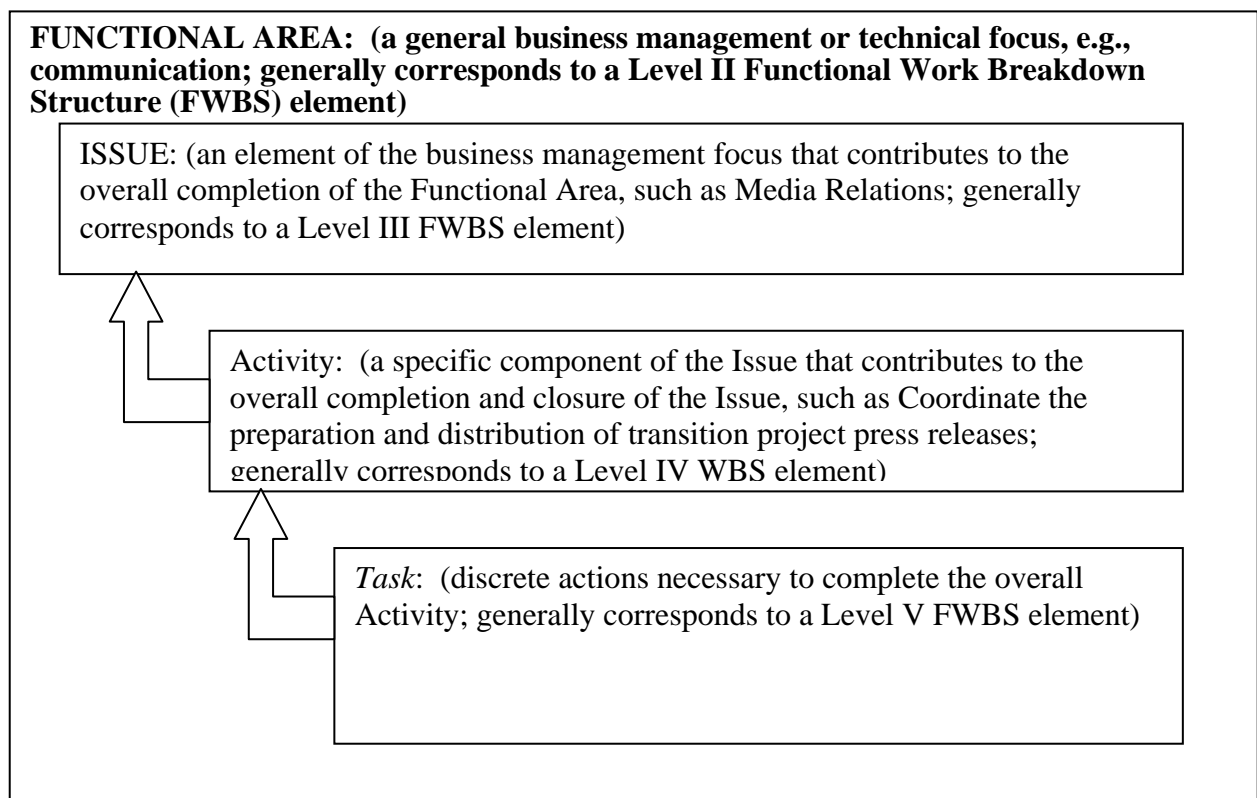
Priority “B” (Important) – These are Activities that should be addressed or completed prior to the completion of transition, or significant programmatic impacts will occur. Transition *can* occur without completion of Priority B Activities, but failure to complete these Activities within the scheduled time period will significantly hinder the new contractors’ ability to continue operations.

Priority “C” (Best Management Practices) – These are Activities that should be addressed or completed in the first year of the new contract periods in order to maximize the success of the new contractors.

Closure – the process by which the transition teams reach formal agreement that all Tasks within a designated Activity have been completed satisfactorily, and all Activities within an Issue have been closed. LASO Primary Team Members are responsible for ensuring completion of all Activities in their respective Functional Areas, and Closure Validation Authorities are responsible for formally closing all Critical Activities within their respective Functional Area. The formal closure process is described in “LASO Transition Project: Transition Activity Management Process.”

Crosslinked Activity – an Activity that supports more than one Issue within a Functional Area, or multiple Issues across Functional Areas. A Crosslinked Activity is one in which information produced by another Activity is required to support an outcome in another Activity. Activities crosslinked between Functional Areas and Issues require integrated planning by two or more LASO Primary Team Members to identify the responsibilities and outcomes of each part of the crosslinked Activity. Crosslinked Activities will be identified in the database as such, with the originating Activity and the receiving Activity clearly indicated.

Functional Area – A high-level component of the Transition Plan that identifies a primary business and program management responsibility. All Functional Areas must be addressed to enable transition. Generally, a Functional Area consists of one or more related *Issues* (see Figure 2: Hierarchy of Actions in Transition Planning).



Issue – a component of an overall Transition *Functional Area* that must be completed to ensure transition occurs (see Figure 2: Hierarchy of Actions in Transition Planning). Generally, Issues consist of several more detailed *Activities*, all of which must be completed and closed to ensure closure of the Issue.

Task – individual and detailed actions that must be completed to support satisfactory completion of a higher-order *Activity* (see Figure 2: Hierarchy of Actions in Transition Planning). Generally, there are several Tasks associated with completing a single Activity.

III. Scope of Transition Project

A. General Scope Statement

The scope of this Transition Project is to identify, document, assign responsibility for and implement the Activities necessary for the successful transition of work scope, management systems, assets, property, legal responsibilities and liabilities, and general site management responsibilities and authorities from the incumbent Management and Operating (M&O) contractor to the selected contractor. All transition activities must ultimately be coordinated with the new contractors to ensure consistency with their approved transition plans. In addition, the LASO team will implement a Contract Management Plan that details how the contract will be administered.

B. Work Scope of LASO Team Members

LASO Team Members are responsible for working with the respective Source Evaluation Board (SEB) and contractor counterparts (both incumbent and new) to identify the Activities necessary, including those that must be completed by LASO, to transition the LANL M&O contract into the new performance-based service contract, identify who is responsible for each Activity, determine when each Activity needs to be completed, and assign the appropriate priority to each Activity. LASO Team Members will also perform operational oversight to ensure that appropriate integration occurs between new and incumbent contractors during transition planning and execution. LASO Team Members are expected to cooperatively solve transition problems that arise in their assigned Functional Areas and identify such problems to the transition Manager.

While the LASO Team Members may not be directly responsible for conducting the identified Activities, there will be uniquely federal Activities, which must be accomplished. Some LASO Team Members may be directly responsible for that accomplishment, and others may be responsible for seeing that other appropriate Federal personnel take the necessary action such as the Contracting Officer for approval of contract deliverables.

More specific descriptions of the responsibilities of LASO Team Members are given in [Chapter VIII: Expectations and Responsibilities of LASO Team Members](#).

C. Transition Objectives

Consistent with and building upon previous transitions, this Transition Project will adopt the following objectives:

1. Ensure that all Priority “A” Activities are complete and the new contractor team is ready to assume their responsibilities on the date of contract activation.
2. Minimize disruption to the workforce and to site operations.
3. Clarify responsibilities and expectations of the LASO and contractor transition teams.
4. Establish a framework for coordination and cooperation between the transition teams.
5. Minimize transition costs.

6. Ensure completion of assigned staff work.
7. Establish and maintain effective communication between all transition teams.
8. Provide early warning of significant issues and actions that may adversely affect the transition.
9. Ensure the transitions are conducted consistent with selected contractor's approved transition plans.
10. Provide input to the Contracting Officer regarding the development of the Contract Management Plan and Performance Evaluation Criteria for the Performance Evaluation Plan.

The LASO Transition Team will evaluate the success of planning and implementing the Transition in accordance with these objectives, as described in [Chapter XI: Project Closeout and Evaluation Process](#).

IV. Deliverables

A. List of Primary Deliverables

Contract Transition Deliverables

The LASO Primary Team will prepare a number of Contract Transition deliverables. LASO Primary Transition Team members will be assigned the responsibility for developing and finalizing the following deliverables. Primary team members are expected to request information and support from secondary team members and others, as needed, to complete these documents.

1. *LASO Project Management Plan (LASO PMP)* – a formal LASO project plan intended to provide guidance to LASO senior management and staff for managing the LANL Contract Transition Project and establish the structure and roles/responsibilities of the LASO Project Team. In addition, the LASO PMP includes several plans as separate appendices to define the Project’s functional breakdown structure; describe Project communications protocols; describe the scope, schedule, processes, and products of the Project, including tracking of LASO transition actions; summarize transition training; identify, document, and mitigate potential Project risk.
 - a. *LASO Function Breakdown Structure and Dictionary (FBS)* – a defined and documented functional breakdown of LASO Contract Transition Project’s structure and related dictionary.
 - b. *LASO Communication Plan (LASO CP)* – plan intended to identify and document LASO’s strategy and protocols for assuring timely and appropriate communications of key information to Project stakeholders, including, but not limited to:
 - LASO managers and employees, including LASO Contract Transition Team members;
 - Members of the public and other local and regional stakeholders (tribal communities and governmental entities);
 - NNSA HQ stakeholders;
 - The UC LANL (incumbent) Contract Transition Team;
 - The new contract Transition Team; and
 - LANL managers, employees, and subcontractors.

A key component of the LASO CP will be protocols for communicating and interfacing with the incumbent and new contractors.

- c. *LASO Transition Activity Management Process Plan (LASO Act Mgt Plan)* – this activity management process and database is used to coordinate transition planning and execution from the time the contract is awarded until shortly after the transition period expires
- d. *LASO Contract Transition Training Plan (LASO Training Plan)* – a formal LASO training plan intended to provide training expectations and requirements to LASO senior management and staff who participate in the Contract Transition Project or have contractor oversight responsibilities for the incumbent and/or new LANL contract(s).

- e. *LASO Contract Transition Risk Management Plan (Risk Management Plan)* – a formal LASO plan intended to document potential risks and vulnerabilities to the Project’s success and proposed risk management mitigation strategies. Risks will be identified and categorized based on high, medium, and low risk. Mitigation strategies will be developed based on level of risk associated with the identified vulnerability.
2. *Contract Transition Evaluation Report* – a formal, documented evaluation report to evaluate transition performance and intended to be submitted within 90 days after completion of the final transition (as identified in the Contract Transition Plan and assumed to be September 1, 2006).

The LASO Primary Team will develop the Contract Transition Plan and the Project Schedule in coordination with the incumbent contractors’ transition teams. The incumbent contractors’ teams will physically produce the documents, with information jointly identified by the responsible personnel on both teams. The NNSA/LASO Project Team Lead is the recipient of these deliverables. Therefore, in partnership with the Source Evaluation Board (SEB), the incumbent contractors, and the incoming contractor (when selected), the LASO Primary Team must jointly develop and deliver the following products:

3. *Joint LASO/Contractor Contract Transition Plan (Joint Transition Plan)* – The joint Contract Transition Plan is a common LASO/contractor plan to manage the identification, statusing, and closure of transition activities and in which all Activities necessary for the transfer of contractor work scope, assets, resources and responsibilities from the incumbent contractors to the new contractors are identified and prioritized (due 10 calendar days after contract award or December 12, 2005).
4. *Joint LASO/Contractor Contract Transition Project Schedule (Joint Schedule)* - The Project Schedule provides the start and end dates for those Activities are identified (due December 16, 2005).
5. *Joint LASO/LANL Transition Project Management Controls System* – The project controls system provides for the assignment, tracking, and change control of Contract Transition Activities (due December 16, 2005).

Contract Management Deliverables

1. *LASO Contract Management Plan (LASO CMP)* – a plan intended to provide guidance and procedures for managing the new LANL contract and to document LASO’s process for contract administration and management and development of performance evaluation criteria for the new contract. The CMP includes a separate appendix documenting criteria to be used for performance evaluation.

B. Team Lead Deliverables

In addition to those deliverables listed above, the LASO Team Lead will deliver the following to the Project’s Executive:

1. Routine status reports (monthly or as determined by the Project Executive); and
2. Progress reports on contractor performance of transition planning and implementation.

V. Schedule Baseline

Contract pre-transition activities for the LASO Team will begin in June 2005, with the formation of the Team and development of the Project Management Plan. Transition to the new LANL Contractor is anticipated to occur from December 2005 through May 31, 2006. LASO Team activities will complete following delivery of the Contract Transition Evaluation Report by September 1, 2006. The Schedule below represents a high level of view of transition but once the contract is awarded, LASO and contractor teams will populate activities and tasks necessary for a successful transition. Approved tasks will then create the schedule baseline and change control will apply. For more information on the creation, changing, and closure of tasks see "LASO Transition Project: Activity Management Process."

Project schedule (best available dates):

VI. LASO Transition Project Budget

Expenses associated with supporting the activities of the LASO Transition Team will be paid for out of the NNSA/LASO internal budget. A separate charge account will be established to track these costs. Costs incurred by the contractor's transition teams will be covered by the respective contractor's transition budget, as addressed in the applicable contract. Only the LASO Executive and Team Lead are authorized to approve expenditures from this LASO Transition account.

Estimated Budget for LASO Transition Team:

Office Supplies	\$ 2,000
Travel:	\$ 6,000
Est. 3 trips to DOE-HQ	
And 1 trip to NE-ID	
Contractual Services Support	\$200,000*
TOTAL:	\$208,400

* \$25,000 needed in FY 2005 and \$175,000 needed in FY 2006 for actuarial services for pension negotiations

VII. Functional Work Breakdown Structure/Technical Baseline

The Contract Transition Project Functional Work Breakdown Structure (FWBS) is shown in Figure 3 and has been subdivided into fifteen Level 2 Functional Areas. In addition, a FWBS Dictionary was created and can be referenced in Appendix D. Each Functional Area will further be broken down into Issues, Activities and Tasks based upon the scope and requirements of the Issue. For Individual responsibility on Functional Areas see Appendix B.

A. Functional Work Breakdown Structure

Because of the nature of the transition, each LASO Primary Team members will be assigned a functional area. The Primary members of the LASO Team will identify the Issues included in their Functional Areas utilizing Federal subject matter experts, and will work with the incumbent contractor and new contractor, when available, to identify the Activities necessary to complete each Issue. The LASO FWBS is presented in [Appendix D](#).

B. Crosswalk to Contractors' WBS

A FWBS/WBS crosswalk will ensure that all transition Issues and Activities are managed appropriately, and that there is a responsible LASO Team Member overseeing the planning and implementation of all contractors' Transition Activities in each Functional Area. The FWBS/WBS crosswalk is given in [Appendix E](#), and will be updated to reflect the transition planning of the new contractor as that information becomes available.

There will be some Transition Activities, which require integrated planning and implementation across more than one Functional Area. For each such "crosslinked" Activity, both LASO Primary Team Members and their respective contractor counterparts must jointly identify what the output is and what actions they "receive," as well as the deadlines for each. The crosslinked Transition Activities will be identified in the Transition Activities tracking system, with indications of which Activities they are linked to.

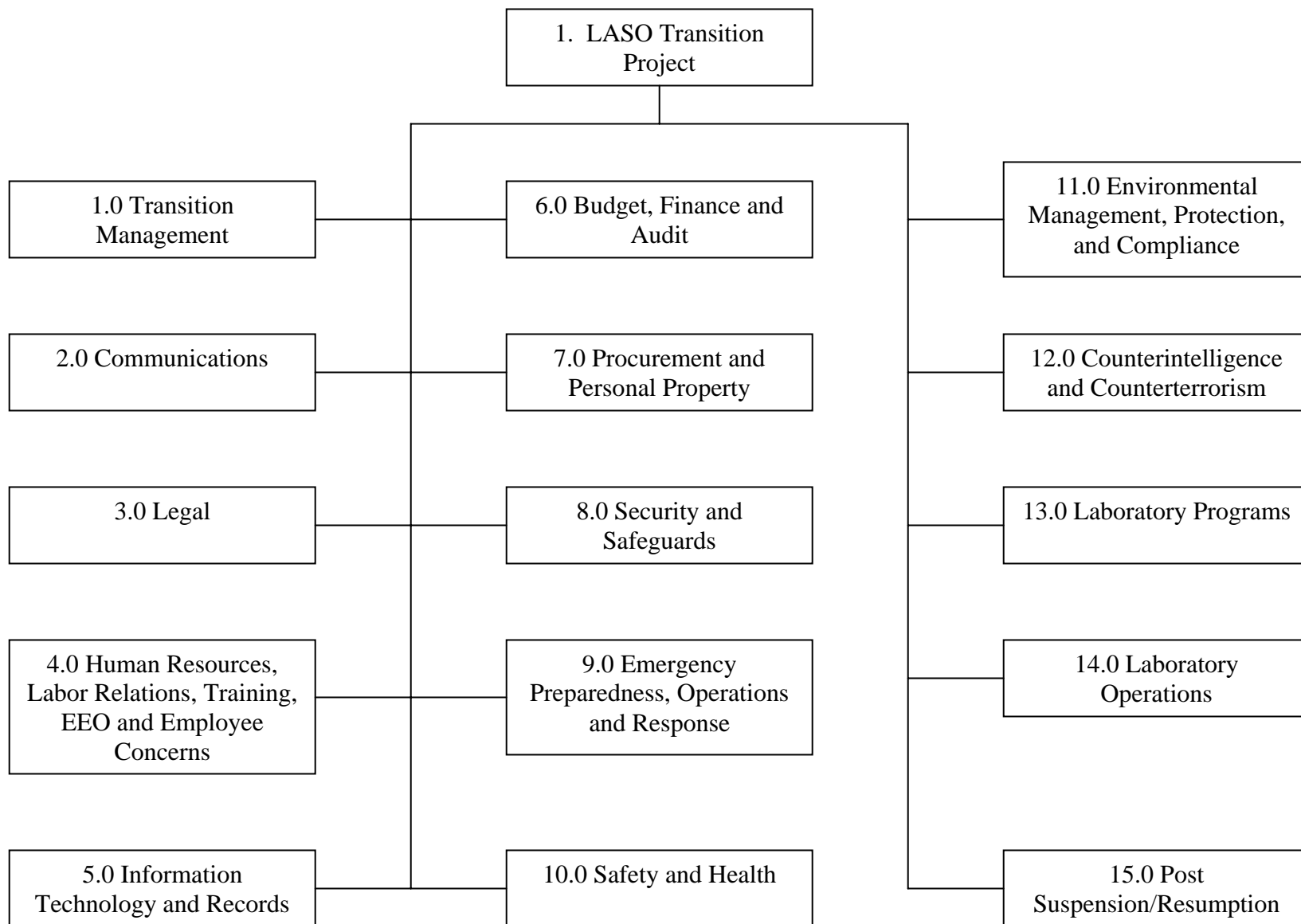


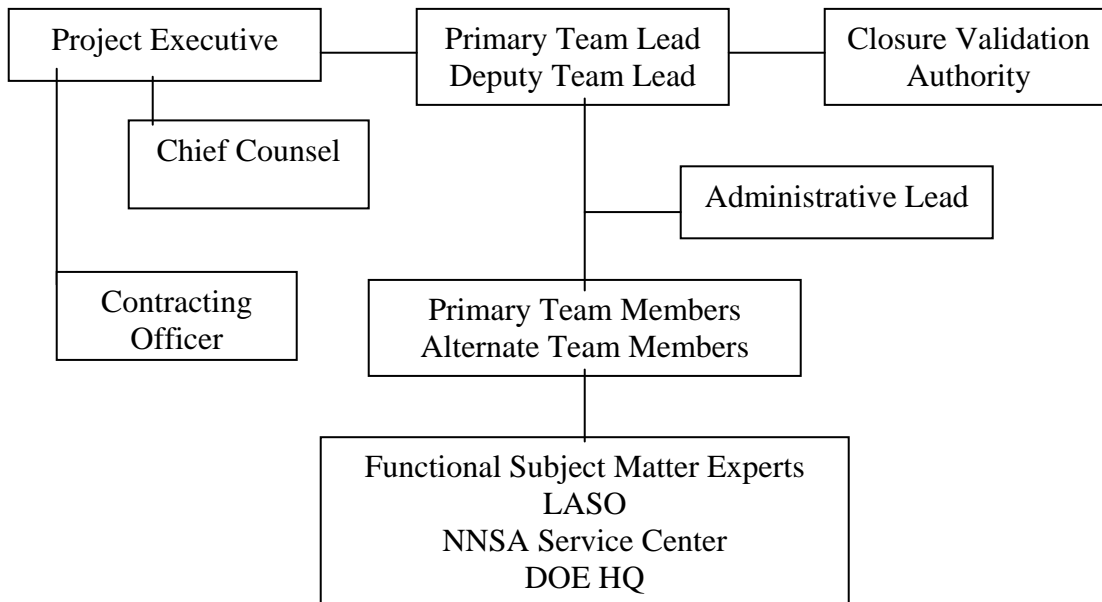
Figure 3: Functional Work Breakdown Structure

VIII. Risk Management

The type, #, degree, and complexity of issues that may arise during contract transition require a corresponding degree of risk management. To plan for risks, a Risk Management Plan was developed to identify, analyze, respond, monitor and control risks that may have a negative effect on the successful transition of the LANL M&O Contract. The “LASO Transition Project: Risk Management Plan” can be referenced for more detailed information.

IX. Expectations & Responsibilities of LASO Transition Team Members

A. Organizational Structure



*See “Appendix B: LASO Transition Team Members” for more information on Team Member assignments.

B. General Expectations

The fundamental responsibility for all LASO Contract Transition Team Members is to work with their contractor counterparts, LASO colleagues, and others to ensure that the Activities necessary to transition the existing LANL M&O contract into the new contract, including those actions that must be identified and completed in a timely manner by NNSA. LASO Team Members are expected to work cooperatively with the SEB and their contractor counterparts to solve transition problems that arise in their Functional Areas.

It is understood that the LASO Contract Transition Team will require the support and assistance of other LASO employees in planning and conducting an efficient transition. All LASO employees will be informed by their management of the importance of this Transition project, and of the expectation to support this Transition Team. While Team Members may not directly assign actions to other LASO employees, Team Members are expected and authorized to request support for a Transition Project Activity from LASO staff if needed. If Team Members require assistance in recruiting support from LASO staff, they should inform the Team Lead. The Team Lead will work with the Project Executive and other LASO management to coordinate this support.

LASO Team Members do not have authority to unilaterally direct the contractor in an action. If direction of a contractor is required, the LASO Team Member should identify

the issue to the Team Lead, who will coordinate with the Team Member, the Project Executive to develop a recommendation for the Contracting Officer (CO), or the appropriate Contracting Officer Representative (COR) of record for the incumbent contract.

C. Transition Primary Team Lead

The Team Lead is responsible for selecting the Team and providing the guidance, information, and direction necessary for them to fulfill their responsibilities. The Team Lead is the primary interface between the LASO Team, the incumbent contractor, and the new contractor, as well as other LASO offices, LASO management, HQ, and stakeholders. The Team Lead functions as an integrator and facilitator, removing obstacles to the Teams' success, and connecting Team Members to other people and resources that can help with transition planning or execution. The Team Lead is the person responsible for delivering the Project Deliverables to the LASO Project Executive.

The Team Lead's responsibilities are to:

- 1. Communicate** with everyone . Team Members, management, contractors, and stakeholders – on a sufficiently frequent basis and with enough information that Team Members can function well, and management and stakeholders know progress is being made.
- 2. Structure** the Team, establish necessary processes, and provide the resources required for the Team to get work done. This includes managing the logistics involved in establishing regular Team communications and getting the new contractors connected and functioning with the Transition Team.
- 3. Facilitate** problem solving, and coordinate the resolution of issues with the Contractor Transition Teams and Transition Manager. While Team Members are expected to work cooperatively with their contractor counterparts in identifying and implementing Transition Activities, there will be issues that arise which are not easily or consensually resolved. When those issues arise, the Team Lead is responsible for engaging the necessary management resources to get them resolved. The Team Lead is also responsible for coordinating the recruitment of LASO staff support to the Team, if such assistance is needed by a Team Member.
- 4. Deliver** the Team's products to the LASO Project Executive.

D. Deputy Team Lead

The Deputy Team Lead provides support to the Primary Team Lead. In the Primary Team Lead's absence, the Deputy serves as acting Primary Team Lead.

E. Primary Team Members

Primary Team Members are responsible for making sure all the Critical Activities necessary to transition the scope, resources, information, obligations, milestones, assets, liabilities, and responsibilities in their assigned Functional Area are identified, scheduled, and completed by the end of the Transition period, and all other Activities are identified and scheduled for implementation, including those Activities that must be conducted by NNSA. Primary Team Members must ensure any problems in their Functional Areas are identified early and a solution is being developed, changes to assigned Activities are formally managed and completed Issues and Activities are formally closed, and must communicate the final resolution to the Team and the Team Lead. Primary Members must elevate unresolved issues to the Team Lead and Transition Manager for action.

Each Primary Team Member has an assigned Alternate, to function in their absence and keep the work moving forward.

Primary Team Members responsibilities are to:

- 1. Attend** every LASO Transition Team meeting, or make sure their Alternate does when they can't; suggest and accept actions and Activities, provide status on their assigned actions and Activities in the database, contribute to the resolution of issues (even those not in their area) with constructive suggestions, and consider such constructive suggestions offered by other Team Members.
- 2. Communicate** with the Team Lead, their Alternate, the Closure Validation Authority for their Functional Area, and the other Team Members, including their contractor counterparts. If Primary Team Members encounter difficulties with an assigned Activity, they are responsible for notifying the Team Lead for action and resolution.
- 3. Coordinate** with their contractor counterparts to identify Transition Activities and work on joint solutions to problems that arise.
- 4. Deliver** assigned products to the Team Lead and complete assignments on time, or negotiate with the Team Lead to coordinate a new delivery date and determine what impacts the delay will have on the transition planning or implementation.

F. Alternate Team Members

Alternates for Primary Members of the LASO Transition Team are the go-to person in the absence of the Primary. Alternates must stay informed about the issues and activities their Primary Team Member is in charge of. Alternates may assist their Primary Team Member in the planning and accomplishment of their Functional Area Activities, including coordinating a Transition Project Activity with a LASO staff member. Alternates will need to know who on the contractors' teams their Primaries are working with.

Alternate Team Members' responsibilities will be to:

- 1. Attend meetings in the absence of** their Primary Team Member, provide status to the Team, take notes, accept actions, and communicate the outcome of Team meetings to their Primary Team Member when they return.
- 2. Communicate** with their Primary Team Member to ensure they have the most recent information necessary to act for the Primary in their absence; inform the Team Lead when issues arise in the absence of their Primary Team Member.
- 3. Assist** their Primary Team Member in identifying and conducting their respective Transition Activities.

G. Closure Validation Authority

Closure Validation Authorities (CVA) are the members of LASO management who will be responsible for ensuring that all Critical Activities within their Functional Areas have been completed to their satisfaction. Closure Validation Authorities will need to work with the Primary Team Member in their Functional Area and the Team Lead to identify closure criteria for those Critical Activities. The signature of the CVA on the closure documentation will indicate satisfactory closure of the Critical Activities to the Project Executive. CVA's have unilateral authority to accept or reject Critical Activities submitted for closure. Each CVA shall designate a backup that will have closure authority in the event that the CVA is not available.

Closure Validation Authorities' responsibilities are to:

- 1. Communicate** with the Primary Team Member, or the Alternate as necessary, about the progress of the Transition Activities in their Functional Area. Understand what is required to be delivered, developed, or accomplished to meet the Critical Activity closure requirements on time.
- 2. Validate** the satisfactory completion of the Critical Activities in their Functional Area. When satisfied, sign the closure documentation indicating the respective Activity has been completed. Contact the Team Lead and the responsible Primary Team Member to discuss any concerns regarding Critical Activities and work out a resolution.

H. Project Executive

The Contract Transition Project Executive (PE) is the highest level of authority for the Project. The PE acts as a resource for the Team Lead in strategically guiding the project and championing it to the rest of LASO and contractor management. The PE also provides mentoring services to the Team Lead, and assists with resolution of more sensitive issues that may require a high-level of influence. The PE is also the Team's ultimate customer, and is the management body to whom the products of the Team will be delivered.

The PE's responsibilities are to:

- 1. Guide** the Team Lead in strategic planning of the Project and in interfacing with members of LASO and contractor management.
- 2. Solve** transition management issues that exceed the authority or responsibility of the Team Lead, or which require a broader involvement of management representation through the Contracting Officer.
- 3. Approve** changes to the approved Baseline and certify that the new contractor is ready to assume contract responsibility.

I. Chief Counsel

The Chief Counsel provides legal advice and assistance to the Project Executive regarding sensitive transition issues and final closure of transition activities.

J. Contracting Officer

The Contracting Officer is the only Government Authority that can provide direction to the Contractor that affects contract work scope or contract cost.

K. Functional Subject Matter Experts (LASO, NNSA SC, DOE-HQ)

Subject Matter Experts will be responsible for working with LASO and Contractor Transition Teams to identify and complete all activities and tasks necessary for successful transition. When an activity or task is completed, the Functional Subject Matter Experts will recommend approval to the Primary Team Member. The closure process is described in the "LASO Transition Project: Activity Management Process."

L. Administrative Lead

The Administrative Lead manages the scheduling of Team events, ensures style consistency in product development, manages the distribution of information to the

Team, and conducts other miscellaneous duties for the Team Lead. The Administrative Lead will provide services to the LASO Team Members, only.

The Administrative Lead's responsibilities are to:

1. Schedule meetings:
 - a. regular and special meetings of the Team
 - b. regular and special meetings between the Team Lead and LASO Management/Senior Leadership Team
 - c. meetings between the Team Lead or Team Members and other organizations, DOE offices, contractors, subcontractors, or stakeholders
2. Develop product and presentation templates, provide those templates to the Team members, and assist Team Members with use of the templates;
3. Provide technical editing of Team products as needed to ensure grammatical correctness and style consistency in written documentation;
4. Administer the Transition Activities System: enter Team assignments into the Transition Activities tracking system, track their completion and closure status, enter approved changes to those activities, send reminders of upcoming deadlines to Team members, and notify the Team Lead of near-term due dates and overdue activities;
5. Closely coordinate with the administrative assistance personnel of the contractors' Transition teams to ensure accurate and timely communications between the Teams, and coordinate delivery of products between Teams;
6. Manage the records and files of the Transition Project, including:
 - a. Establishing and managing a formal filing system for all Transition products, working files, and records;
 - b. Managing formal revisions of Team products to ensure only the latest versions are distributed;
 - c. Managing the posting of Project information to the Project website (to be developed), and
 - d. Conducting the final disposition of all Project records after Project completion.
7. Manage sundry logistical needs of the Team, including securing meeting locations, office supplies, and other items as needed.

X. Transition Activity Management

LASO is utilizing a database created by NE-ID to identify and coordinate these transition activities. The Transition Activities Database (TAD) and this set of procedures for managing it will provide the necessary consistency and control. In addition to the database, a software-scheduling tool will be utilized to track critical path activities.

The Transition Activities Database is accessed via the Transition Project Web Site, access to which is limited to members of the LASO and contractor Transition Teams. The database and this management process will be used to coordinate transition planning and execution from the time the contract is awarded until shortly after the transition period expires.

A. Transition Activity Tracking System

LASO will develop and administer an Activities tracking system for transition planning and implementation. The system will be the single tool for all transition teams to use in tracking the assignment and completion of all Transition Issues, Activities, and Tasks. Access to the system will be restricted to LASO and contractor Transition Teams only, and will be password controlled. LASO Team Members and their contractor counterparts will work together to provide information to populate the database

B. Transition Activity Management and Closure

The LASO Team Members will follow the process for creating, editing, statusing, and closing transition Issues, Activities, and Tasks. Once a task has been created and approved in the database, a baseline will be established and formal change control will apply. The “LASO Transition Project: Transition Activity Management Process” can be referenced for more information.

Upon completion of the transition, the Activity database will be retired in accordance with LASO records procedures.

C. Transition Activity Oversight

LASO Team Members will inform the LASO Team Lead of any performance issues in working with their contractor counterparts that may impede or adversely impact the conduct of transition, to support the Team Lead’s evaluation of contractor performance of scope established in the incumbent contractor’s incentive clause. Team Members will also provide regular status information regarding the progress and completion of their assigned Activities (and Tasks, where applicable) to the LASO Transition Team Lead, during the respective transition periods.

D. Issue Management/Resolution

In the event that a problem arises and cannot be solved, LASO team members will follow the Closing of Transition Issues, Activities, and Tasks process in the “LASO Transition Project: Activity Management Process.”

XI. Project Controls

A. System Description

The project control system is closely integrated with the baseline change control and work authorization processes, and will provide the required status and variance analysis for the specified reporting period. This system will:

- Clearly identify and organize all of the work scope required to complete the project.
- Provide the means to break the work scope into tasks.
- Generate and maintain the schedule baseline for the project.
- Measure and report variances against approved tasks.

B. Baseline Change Control

The Baseline Change Control Process is the process to be used to implement changes to the project technical scope or schedule. Implementing a formal change control process on the Contract Transition project is critical in the control and documentation of project changes. This formal process can be referenced in the “LASO Transition Project: Activity Management Process,” which identifies the responsibilities of initiation, evaluation, approval and implementation of changes to the approved scope and schedule baselines.

C. Reporting

Formal project reporting will take place monthly. Standard project management reporting techniques will be used to status the overall and detailed progress of the performance baseline. Variance reports will be generated and included as part of the report set. Additionally, all approved change requests (Levels 0, 1) will be distributed to the LASO Team Members.

XII. Project Communications

A. Team Meetings

The primary mechanism for communication among the LASO Team members will be weekly Team meetings. The LASO Team Lead will designate a day, time and location for these meetings. LASO Primary Team Members must attend the weekly meeting, or have their Alternate attend for them. The Team Lead and the Administrative Lead will develop a weekly agenda and distribute it to the Team at least one day prior to the meeting, to allow for Team Members to suggest additions or changes to agenda items. The weekly Team meetings will provide an organized forum for presenting the status of Activities, issues and problems in resolution, new issues or problems identified since the previous Team meeting, upcoming events, reminders of near-term deadlines, and other project management information.

Joint Team meetings may be scheduled on a periodic basis between the LASO Team and the contractor(s) transition teams. The LASO Team Lead will coordinate with the respective contractor(s) team leads to arrange such meetings.

LASO Team Members will meet individually with their contractor counterparts as needed.

B. Team Website

1. Contents

The LASO Team Lead will work with the incumbent contractors Team leads and the LASO Information Technology contact to design and develop a Team Website for the transition project, for communications and activity tracking. Transition project management information will be available to all Team members through the Website. This information includes:

- Draft and final versions of the Transition Plan
- Draft and final versions of the Transition Schedule
- The approved LANL Contract Transition Project Management Plan.
- Other draft and final versions of Team products
- Joint Team processes (such as the Records Management Plan, the Activity Management Process, and the Communication Plan)
- Transition team rosters and Work Breakdown Structures
- A list of available records from the previous contract transition
- LASO Team meeting agendas and handouts
- Correspondence and presentation templates
- Incumbent contractor incentive
- A link to the Contract website
- A link to the LANL Transition Information Website

2. Access

The Website will be access-controlled with a password to ensure only designated LASO and contractor Team Members are able to access it. Information provided on the Website should be used by Transition Team Members only (contractor and LASO), and not be distributed beyond the Teams. Because the information on the Website will be available to contractor personnel as well as LASO personnel, each

piece of information posted to the Website must undergo a review prior to being posted to ensure all information security and classification, Privacy Act, Freedom of Information Act (FOIA), or procurement-sensitive restrictions are observed. The login screen to the Website will have a statement regarding limiting the distribution of transition information to Team Members only.

Any Team Member may suggest inclusion of information on the Website. The LASO Team Lead must approve each posting, after ensuring the appropriate reviews have taken place. The LASO Administrative Lead is responsible for working with the Website administrator to load the approved information to the website in a timely manner.

C. Records Management

The LASO Team Lead and the Administrative Lead, in coordination with the incumbent contractors' Transition Team leads and the LASO Records Management Program coordinator, will develop a Records Management Plan (RMP) for the project. The RMP will identify, among other things, the file codes under which project documentation, correspondence, and records will be permanently filed. All LASO Team Members will manage Transition Project files and records in accordance with this RMP.

D. External Communication

Consistent message delivery to external parties during the Transition period is important for minimizing confusion and the spread of misinformation about the transition process. To ensure such consistency in communication beyond the Transition Team, the LASO Team Lead will conduct all communication with external parties (media, stakeholders, etc.) as described in the "LASO Transition Project: Transition Communication Plan." The Team Leads will work with the LASO Team's Communication Lead to develop briefings, presentations, and responses to queries as described in the Transition Communication Plan. This external coordination, of course, does not preclude Team Members from communicating with those persons (i.e., regulators) with whom they must coordinate to plan and implement Transition Activities.

The LASO Team Lead will also use existing internal communication mechanisms to communicate information about the transition project to the LASO workforce and to DOE Headquarters, as described in the Transition Communication Plan.

Team Members who receive requests for information about the transition must refer those requests to the LASO Communications lead.

E. Internal Transition Information Website

The LASO Team's Communication Lead and the Team Lead will develop an internal website to provide information to LASO employees on the progress of Transition. This website may include a forum for employees to submit questions or comments on transition. Employees may find various sources of information, such as excerpts from LASO bulletins, weekly reports, or bulletins from senior management. A mechanism will be designed to provide this information to those employees at DOE-HQ who may not have access to this internal website. This website will be more fully described in the "LANL Transition Project: Transition Communication Plan."

XIII. Project Closeout and Evaluation Process

A. Transition Readiness Management Assessment:

Prior to the completion of Transition, an independent team from LASO will conduct a management assessment to ensure the LASO Transition Team members have completed, or are on track to complete, all Activities necessary to ensure the new contractors are prepared to assume management of their respective work scopes and responsibilities. The review will be conducted as described in the “LASO Transition Project: Transition Readiness Management Assessment Plan of Action” (to be developed).

Any corrective actions identified in the assessment will be prioritized and managed within the Activities system. If, during the review, any Critical Activities are found to be in need of completion or corrective action, the LASO Team Lead will work with the Project Executive, the appropriate contractor Team leads, and any LASO Primary Team Members necessary to develop an appropriate resolution. Any additional Activities or Tasks that are developed from that resolution will be managed within the Transition Activity Management process.

B. LASO Evaluation of Transition

It is important for this Team and future transition teams that NNSA understand how well this transition was planned and conducted, and where future transition teams may learn from this experience to improve their contract transition planning and implementation. As an integral part of the quality cycle, the LASO Transition Team will conduct an evaluation of the transition planning and implementation process following completion of the final transition. In addition, a Lessons Learned Report will be issued for future NNSA contract transitions.

The LASO Team will evaluate the Transition against the established objectives for the Transition, using criteria for success as follows:

1. Ensure all new contractors are ready to assume their responsibilities on the date of contract activation.
 - a. The Transition Readiness Review concluded that the new contractor team is ready to assume their contractual responsibilities.
 - b. All scheduled briefings and tours for the new contractor personnel were completed as scheduled and as described in the Transition Communication Plan.
2. Minimize disruption to the workforce and to site operations.
 - a. Affected incumbent contractor and LASO employees and management were briefed promptly and frequently as established in the Transition Communication Plan, with consistent information about transition activities, issues, and status.
 - b. The incumbent contractor and the new contractor team maintained a rigorous and effective ES&H program during Transition that includes uninterrupted implementation of Integrated Safety Management.
 - c. Site operations continued without missing any regulatory, legal, legislative, or HQ milestones or requirements.

- d. The new contractor team worked aggressively to communicate with the contractor workforce.
- 3. Clarify responsibilities and expectations of the LASO and contractor transition teams.
 - a. All Transition teams documented the responsibilities and expectations of their transition team members, and communicated this information to each other.
 - b. All Transition teams identified a team member responsible for each Transition Activity.
- 4. Establish a framework for coordination and cooperation between the transition teams.
 - a. All Transition teams established an interface strategy to guide communication and coordination of Transition planning.
 - b. All Transition teams used a common set of procedures where possible to manage transition planning and implementation.
- 5. Minimize transition costs.
 - a. All Transition teams conducted the planning and implementation of Transition within their allotted budgets.
- 6. Ensure complete staff work.
 - a. All Critical Activities were completed as scheduled.
 - b. All other Transition Activities and Tasks were completed as scheduled, or are scheduled and assigned for completion following Transition, as appropriate.
- 7. Establish and maintain effective communication between all transition teams.
 - a. All Transition teams identified discrete points of contacts for all Functional Areas of transition, and communicated those points of contacts to each other.
 - b. The Transition teams met regularly and coordinated planning with each other.
 - c. LASO was proactively engaged in the transition, and kept Headquarters informed of transition planning, progress, and issues on a frequent basis.
- 8. Provide early warning of significant issues that may adversely affect the transition.
 - a. Significant issues were consistently identified to the appropriate team members or management personnel early enough to allow resolution without affecting the transition schedule.
- 9. Ensure the transitions are conducted consistent with selected contractors approved transition plans.
 - a. Critical Activities were identified in the approved contractor transition plans.
 - b. Any changes in scope to the approved transition plans were appropriately reviewed and approved by the respective Contracting Officer.

XIV. Appendices

Appendix A: Acronyms

BCR	Baseline Change Request
CO	Contracting Officer
CVA	Closure Validation Authority
DOE	U.S. Department of Energy
DOE-HQ	U.S. Department of Energy- Headquarters
FWBS	Functional Work Breakdown Structure
M&O	Management and Operating
NNSA	National Nuclear Security Administration
LANL	Los Alamos National Laboratory
LASO	Los Alamos Site Office
PE	Project Executive
PEP	Performance Evaluation Plan
PBI	Performance-Based Incentive
PMP	Project Management Plan
RFP	Request for Proposal
RMP	Records Management Plan
SEB	Source Evaluation Board
TAD	Transition Activities Database
TRR	Transition Readiness Review
TW	Virtual Team Website
WBS	Work Breakdown Structure

Appendix B: LASO Transition Team Members

TRANSITION FUNCTIONAL AREA	PRIMARY TEAM MEMBER	ALTERNATE	CLOSURE VALIDATION AUTHORITY
1. Transition Project	Jan Chavez-Wilczynski	Joe Vozella	Ed Wilmot
1.0 Transition Management	Jan Chavez-Wilczynski	Joe Vozella	Ed Wilmot
2.0 Communications	Bernie Pleau	Don Ami	Bernie Pleau
3.0 Legal	Tom Hornsby	Bonnie Wethington	Roger Corman
4.0 Human Resources, Labor Relations, Training, Equal Employment Opportunity, And Employee Concerns	Cheryl Thompson	Roberto Archuleta (will move to primary after contract award)	Anthony Lovato
5.0 Information Technology and Records	Jerry Massee	Dan Romero	Jan Chavez-Wilczynski
6.0 Budget, Finance and Audit	Dan Romero	Ray Ortiz	Jan Chavez-Wilczynski
7.0 Procurement and Personal Property	Caroline Crooks	Cheryl Thompson	Anthony Lovato
8.0 Security and Safeguards	Pam Valdez	Ralph Garcia	Ray Ferry
9.0 Emergency Preparedness, Operations, and Response	Ed Christie	Bill Gall	Gerry Schlapper
10.0 Safety and Health	Dave Barber	Dean Decker	Gerry Schlapper
11.0 Environmental Management, Protection, And Compliance	Gene Turner	Mat Johansen	John Ordaz
12.0 Counterintelligence and Counter Terrorism	Nicholas Karnezis	Nicholas Karnezis	Ed Wilmot
13.0 Laboratory Programs	Larry Kwei	Mike Heil	Will Chavez
14.0 Laboratory Operations	John Gallegos	Everett Trollinger	Roger Snyder
15.0 Post Suspension/Resumption	Dean Decker	Dan Romero	Gerry Schlapper

Appendix C: LASO Transition Team Advisory Bodies

PROJECT EXECUTIVE

Ed Wilmot, Manager, LASO

SEB COORDINATION POINTS OF CONTACT

Tyler Przybylek
Anthony Lovato

CONTRACTING OFFICERS

Cheryl Thompson
Anthony Lovato

Appendix D: LASO Transition Team Functional Work Breakdown Structure and Dictionary

Latest version to be inserted later

Appendix E: FWBS~WBS Crosswalk

LASO Functional Area (Primary/Alternate POC)	LANL UC POC	New Contractor Team Member (POC)	New Contractor Team Member (POC)
1. TRANSITION PROJECT (J. Chavez- Wilczynski)			
1.0 TRANSITION MANAGEMENT (J. Chavez- Wilczynski)			
2.0 COMMUNICATIONS (B. Pleau)			
3.0 LEGAL (T. Hornsby)			
4.0 HUMAN RESOURCES, LABOR RELATIONS, EEO, and EMPLOYEE CONCERNS (C. Thompson)			
5.0 IT and RECORDS (J. Massee)			
6.0 BUDGET, FINANCE, and AUDIT (D. Romero)			
7.0 PROCUREMENT and PERSONAL PROPERTY (C. Crooks)			
8.0 SECURITY and			

LASO Functional Area (Primary/Alternate POC)	LANL UC POC	New Contractor Team Member (POC)	New Contractor Team Member (POC)
SAFEGUARDS (P. Valdez)			
9.0 EMERGENCY PREPAREDNESS, OPERATIONS, and RESPONSE (E. Christie)			
10.0 SAFETY and HEALTH (D. Barber)			
11.0 ENVIRONMENTAL MANAGEMENT, PROTECTION, and COMPLIANCE (G. Turner)			
12.0 COUNTERINTELLIGEN CE and COUNTER TERRORISM (N. Karnezis)			
13.0 LABORATORY PROGRAMS (L. Kwei)			
14.0 LABORATORY OPERATIONS (J. Gallegos)			
15.0 POST SUSPENSION & RESUMPTION (D. Decker)			